

YAMATO GROUP CONSOLIDATED FINANCIAL SUMMARY

for the Fiscal Year Ended
March 31, 2023

Supplemental Materials



YAMATO HOLDINGS
May 10, 2023

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Results 1. Performance

(Millions of Yen)

| | 【2022/3】 | | 【2023/3】 | | Change | | Change (*) | |
|---|-----------|-------|-----------|-------|----------|---------|------------|---------|
| | Amount | (%) | Amount | (%) | Amount | (%) | Amount | (%) |
| | | | | | | | | |
| Operating Revenues | 1,793,618 | 100.0 | 1,800,668 | 100.0 | + 7,050 | + 0.4 | + 38,099 | + 2.2 |
| Operating Expenses | 1,716,418 | 95.7 | 1,740,583 | 96.7 | + 24,164 | + 1.4 | + 54,785 | + 3.2 |
| Operating Profit | 77,199 | 4.3 | 60,085 | 3.3 | (17,114) | (22.2) | (16,685) | (21.7) |
| Non-operating Income | 8,618 | 0.5 | 4,184 | 0.2 | (4,433) | (51.4) | (4,233) | (50.3) |
| Non-operating Expenses | 1,487 | 0.1 | 6,203 | 0.3 | + 4,716 | + 317.1 | + 4,744 | + 325.2 |
| Ordinary Profit | 84,330 | 4.7 | 58,066 | 3.2 | (26,264) | (31.1) | (25,663) | (30.7) |
| Extraordinary Income | 18,038 | 1.0 | 2,207 | 0.1 | (15,831) | (87.8) | (15,550) | (87.6) |
| Extraordinary Loss | 21,328 | 1.2 | 3,458 | 0.2 | (17,870) | (83.8) | (15,833) | (82.1) |
| Profit Before Income Taxes | 81,040 | 4.5 | 56,815 | 3.2 | (24,224) | (29.9) | (25,379) | (30.9) |
| Income Taxes | 29,293 | 1.6 | 23,017 | 1.3 | (6,276) | (21.4) | (6,168) | (21.1) |
| Corporation Tax After Adjustment | (5,324) | (0.3) | (11,623) | (0.6) | (6,298) | — | (6,281) | — |
| Profit | 57,071 | 3.2 | 45,421 | 2.5 | (11,649) | (20.4) | (12,930) | (22.2) |
| Profit (loss) Attributable to Non-controlling Interests | 1,115 | 0.1 | (476) | (0.0) | (1,592) | — | (1,592) | — |
| Profit Attributable to Owners of Parent | 55,956 | 3.1 | 45,898 | 2.5 | (10,057) | (18.0) | (11,338) | (19.8) |

* Excluding the impact of removing Yamato Home Convenience Co., Ltd. from scope of consolidation.

Results 2. Segment Information

【2023/3】

(Millions of Yen)

| | Retail Business Unit | Corporate Business Unit | Other | Total | Reconciliation | Consolidated |
|------------------------|----------------------|-------------------------|---------|-----------|----------------|--------------|
| Operating Revenues | | | | | | |
| Unaffiliated Customers | 894,574 | 846,053 | 60,040 | 1,800,668 | – | 1,800,668 |
| Inter-segment | 323,337 | 16,454 | 111,991 | 451,783 | (451,783) | – |
| Total | 1,217,911 | 862,508 | 172,032 | 2,252,452 | (451,783) | 1,800,668 |
| Operating Expenses | 1,185,613 | 849,370 | 158,131 | 2,193,114 | (452,531) | 1,740,583 |
| Operating Profit | 32,298 | 13,138 | 13,900 | 59,337 | 747 | 60,085 |
| Profit Rate (%) | 2.7 | 1.5 | 8.1 | 2.6 | – | 3.3 |

【2022/3】

(Millions of Yen)

| | Retail Business Unit | Corporate Business Unit | Other | Total | Reconciliation | Consolidated |
|------------------------|----------------------|-------------------------|---------|-----------|----------------|--------------|
| Operating Revenues | | | | | | |
| Unaffiliated Customers | 893,396 | 812,185 | 88,035 | 1,793,618 | – | 1,793,618 |
| Inter-segment | 279,017 | 26,090 | 121,163 | 426,271 | (426,271) | – |
| Total | 1,172,414 | 838,276 | 209,198 | 2,219,889 | (426,271) | 1,793,618 |
| Operating Expenses | 1,127,950 | 821,098 | 192,639 | 2,141,688 | (425,270) | 1,716,418 |
| Operating Profit | 44,463 | 17,178 | 16,559 | 78,200 | (1,001) | 77,199 |
| Profit Rate (%) | 3.8 | 2.0 | 7.9 | 3.5 | – | 4.3 |

【Change】

(Millions of Yen)

| | Retail Business Unit | Corporate Business Unit | Other | Total | Reconciliation | Consolidated |
|------------------------|----------------------|-------------------------|---------------------|----------------------|---------------------|----------------------|
| Operating Revenues | | | | | | |
| Unaffiliated Customers | + 1,177 | + 33,867 | (27,994) [+ 3,055] | + 7,050 [+ 38,099] | – | + 7,050 [+ 38,099] |
| Inter-segment | + 44,320 | (9,635) | (9,171) [(6,905)] | + 25,512 [+ 27,778] | (25,512) [(27,778)] | – |
| Total | + 45,497 | + 24,231 | (37,166) [(3,850)] | + 32,562 [+ 65,878] | (25,512) [(27,778)] | + 7,050 [+ 38,099] |
| Operating Expenses | + 57,662 | + 28,271 | (34,508) [(190)] | + 51,426 [+ 85,743] | (27,261) [(30,958)] | + 24,164 [+ 54,785] |
| Operating Profit | (12,165) | (4,040) | (2,658) [(3,660)] | (18,863) [(19,865)] | + 1,749 [+ 3,180] | (17,114) [(16,685)] |
| (%) | | | | | | |
| Operating Revenues | + 3.9 | + 2.9 | (17.8) [(2.2)] | + 1.5 [+ 3.0] | – | + 0.4 [+ 2.2] |
| Operating Expenses | + 5.1 | + 3.4 | (17.9) [(0.1)] | + 2.4 [+ 4.1] | – | + 1.4 [+ 3.2] |
| Operating Profit | (27.4) | (23.5) | (16.1) [(20.8)] | (24.1) [(25.1)] | – | (22.2) [(21.7)] |

* Figures in parentheses are net of the effect of the change in the scope of consolidation (Yamato Home Convenience Co., Ltd.).

Results 3. Delivery Volume
① TA-Q-BIN・TA-Q-BIN Compact・EAZY

| | 【2022/3】 | 【2023/3】 | Change | |
|-------------------|-----------|-----------|----------|-------|
| | | | Amount | (%) |
| Total (Thousands) | 1,890,682 | 1,926,338 | + 35,655 | + 1.9 |
| Unit-price (Yen) | 700 | 703 | | + 3 |

【Reference】 Detail of TA-Q-BIN・TA-Q-BIN Compact・EAZY

(Thousands)

| | 【2022/3】 | 【2023/3】 | Change | |
|-------------------------|----------|----------|----------|-------|
| | | | Amount | (%) |
| Retail Business Unit | 951,575 | 948,189 | (3,386) | (0.4) |
| Corporate Business Unit | 939,107 | 978,148 | + 39,041 | + 4.2 |
| EAZY | 464,860 | 493,731 | + 28,870 | + 6.2 |

② Nekopos

| | 【2022/3】 | 【2023/3】 | Change | |
|-------------------|----------|----------|----------|-------|
| | | | Amount | (%) |
| Total (Thousands) | 384,941 | 413,372 | + 28,430 | + 7.4 |
| Unit-price (Yen) | 190 | 189 | | (1) |

【Reference】 Detail of Nekopos

(Thousands)

| | 【2022/3】 | 【2023/3】 | Change | |
|-------------------------|----------|----------|----------|--------|
| | | | Amount | (%) |
| Retail Business Unit | 268,860 | 278,348 | + 9,487 | + 3.5 |
| Corporate Business Unit | 116,081 | 135,024 | + 18,943 | + 16.3 |

③ Kuroneko DM-Bin

| | 【2022/3】 | 【2023/3】 | Change | |
|-------------------|----------|----------|----------|-------|
| | | | Amount | (%) |
| Total (Thousands) | 824,383 | 800,526 | (23,856) | (2.9) |
| Unit-price (Yen) | 67 | 67 | | 0 |

Results 4. Increases and Decreases in Operating Expenses

(Millions of Yen)

| | 【2022/3】 (*1) | (%) | 【2023/3】 | (%) | Change | | Change (*2) | |
|----------------------------------|---------------|--------|-----------|--------|----------|--------|-------------|--------|
| | | | | | Amount | (%) | Amount | (%) |
| Operating Revenues | 1,793,618 | 100.0 | 1,800,668 | 100.0 | + 7,050 | + 0.4 | + 38,099 | + 2.2 |
| Operating Expenses | 1,716,418 | 95.7 | 1,740,583 | 96.7 | + 24,164 | + 1.4 | + 54,785 | + 3.2 |
| Subcontracting Expenses | 642,171 | 35.8 | 657,514 | 36.5 | + 15,343 | + 2.4 | + 26,148 | + 4.1 |
| Commission Expenses | 328,287 | 18.3 | 352,298 | 19.6 | + 24,010 | + 7.3 | + 29,659 | + 9.2 |
| Delivery Commission | 88,872 | 5.0 | 95,195 | 5.3 | + 6,323 | + 7.1 | + 6,323 | + 7.1 |
| Operating Outsource | 37,019 | 2.1 | 37,350 | 2.1 | + 331 | + 0.9 | + 331 | + 0.9 |
| Other | 202,396 | 11.3 | 219,753 | 12.2 | + 17,356 | + 8.6 | + 23,005 | + 11.7 |
| EC Logistics network | 25,750 | 1.4 | 46,457 | 2.6 | + 20,707 | + 80.4 | + 20,707 | + 80.4 |
| Other | 176,646 | 9.8 | 173,296 | 9.6 | (3,350) | (1.9) | + 2,298 | + 1.3 |
| Vehicle Hiring Expenses | 213,653 | 11.9 | 208,647 | 11.6 | (5,005) | (2.3) | (1,071) | (0.5) |
| Other Expenses | 100,231 | 5.6 | 96,568 | 5.4 | (3,662) | (3.7) | (2,439) | (2.5) |
| Personnel Expenses | 872,128 | 48.6 | 866,015 | 48.1 | (6,112) | (0.7) | + 11,018 | + 1.3 |
| Employee Salary | 593,430 | 33.1 | 589,483 | 32.7 | (3,947) | (0.7) | + 7,860 | + 1.4 |
| Legal Welfare Expenses | 109,246 | 6.1 | 106,896 | 5.9 | (2,349) | (2.2) | (74) | (0.1) |
| Retirement Benefit Expenses | 19,953 | 1.1 | 25,150 | 1.4 | + 5,197 | + 26.0 | + 5,469 | + 27.8 |
| Bonus / Other Personnel Expenses | 149,498 | 8.3 | 144,484 | 8.0 | (5,013) | (3.4) | (2,236) | (1.5) |
| Vehicle Expenses | 49,587 | 2.8 | 51,280 | 2.8 | + 1,693 | + 3.4 | + 2,416 | + 4.9 |
| Other Operating Expenses | 363,288 | 20.3 | 356,814 | 19.8 | (6,473) | (1.8) | + 1,347 | + 0.4 |
| Depreciation | 35,524 | 2.0 | 41,557 | 2.3 | + 6,033 | + 17.0 | + 6,350 | + 18.0 |
| System Expenses | 55,011 | 3.1 | 53,081 | 2.9 | (1,929) | (3.5) | (1,325) | (2.4) |
| Other Expenses | 272,752 | 15.2 | 262,174 | 14.6 | (10,578) | (3.9) | (3,678) | (1.4) |
| Facilities expenses | 81,515 | 4.5 | 82,800 | 4.6 | + 1,285 | + 1.6 | + 3,780 | + 4.8 |
| Other | 191,237 | 10.7 | 179,373 | 10.0 | (11,863) | (6.2) | (7,458) | (4.0) |
| Eliminations | (210,757) | (11.8) | (191,042) | (10.6) | + 19,714 | — | + 13,853 | — |

*1 From the fiscal year ending March 31, 2023, internal transactions between Yamato Transport Co., Ltd. and the former group companies that were integrated into

Yamato Transport Co., Ltd. in the fiscal year ended March 31, 2022, have been reclassified. Figures for the fiscal year ended March 2022 have been revised to reflect this.

*2 Excluding the impact of removing Yamato Home Convenience Co., Ltd. from scope of consolidation.

Results 5. Employee Breakdown

(Number)

| | 【2022/3】 | | | 【2023/3】 | | | Change | | | |
|-------------------------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|---------|-------|
| | Full-time | Part-time | Total | Full-time | Part-time | Total | Full-time | Part-time | Total | (%) |
| Total Employees | 94,473 | 122,400 | 216,873 | 92,727 | 117,470 | 210,197 | (1,746) | (4,930) | (6,676) | (3.1) |
| Retail Business Unit | 77,101 | 99,780 | 176,881 | 76,338 | 94,497 | 170,835 | (763) | (5,283) | (6,046) | (3.4) |
| Corporate Business Unit | 11,092 | 8,725 | 19,817 | 10,559 | 8,112 | 18,671 | (533) | (613) | (1,146) | (5.8) |
| Other | 6,280 | 13,895 | 20,175 | 5,830 | 14,861 | 20,691 | (450) | + 966 | + 516 | + 2.6 |

Results 6 . Increases and Decreases in Consolidated Balance Sheet
① Increases and Decreases in Assets

(Millions of Yen)

| | 【2022/3】 | 【2023/3】 | Change | Remark |
|----------------|----------------|----------------|----------|--------|
| | March 31, 2022 | March 31, 2023 | | |
| Current Assets | 480,844 | 484,647 | + 3,802 | |
| Fixed Assets | 606,010 | 622,940 | + 16,929 | |
| Total | 1,086,854 | 1,107,587 | + 20,732 | |

② Increases and Decreases in Liabilities and Equity

(Millions of Yen)

| | 【2022/3】 | 【2023/3】 | Change | Remark |
|---------------------|----------------|----------------|----------|--------|
| | March 31, 2022 | March 31, 2023 | | |
| Current Liabilities | 352,807 | 344,758 | (8,048) | |
| Fixed Liabilities | 135,814 | 146,398 | + 10,584 | |
| Equity | 598,233 | 616,430 | + 18,196 | |
| Total | 1,086,854 | 1,107,587 | + 20,732 | |

③ Interest-bearing Debt

(Millions of Yen)

| | 【2022/3】 March 31, 2022 | 【2023/3】 March 31, 2023 | Change | |
|--|----------------------------|----------------------------|-----------------------|--------|
| | | | Amount | (%) |
| | | | Interest-bearing Debt | 45,889 |

Results 7. Capital Expenditure and Depreciation

(Millions of Yen)

| | 【2022/3】 | (%) | 【2023/3】 | (%) | Change | |
|---|----------|-------|----------|-------|----------|--------|
| | | | | | Amount | (%) |
| Capital Expenditure | 73,271 | 100.0 | 46,912 | 100.0 | (26,358) | (36.0) |
| Vehicles | 14,945 | 20.4 | 10,477 | 22.3 | (4,467) | (29.9) |
| Office / Buildings and Accompanying Facilities | 11,585 | 15.8 | 17,168 | 36.6 | + 5,583 | + 48.2 |
| Automatic Sorting Equipment | 10,179 | 13.9 | 3,172 | 6.8 | (7,006) | (68.8) |
| Others Hardware Office Equipment | 8,705 | 11.9 | 4,154 | 8.9 | (4,550) | (52.3) |
| Digital Investment | 27,855 | 38.0 | 11,938 | 25.4 | (15,916) | (57.1) |

(Millions of Yen)

| | 【2022/3】 | (%) | 【2023/3】 | (%) | Change | |
|--------------|----------|-----|----------|-----|---------|-------|
| | | | | | Amount | (%) |
| Depreciation | 35,524 | | 41,557 | | + 6,033 | +17.0 |

Results 8. Domestic Network

| | 【2022/3】 | 【2023/3】 | Change |
|--|----------------|----------------|---------|
| | March 31, 2022 | March 31, 2023 | |
| Vehicles (Number) | 54,432 | 55,101 | + 669 |
| Environmentally Friendly Vehicles | 37,261 | 38,616 | + 1,355 |
| Large Freight Vehicles | 2,501 | 2,511 | + 10 |
| Midsize Freight Vehicles | 933 | 893 | (40) |
| Small Freight Vehicles | 38,915 | 39,432 | + 517 |
| Subcompact Vehicles | 6,545 | 6,521 | (24) |
| Other Vehicles | 5,538 | 5,744 | + 206 |
| Number of Facilities | 4,000 | 3,809 | (191) |
| TA-Q-BIN Sales offices | 3,501 | 3,331 | (170) |
| Base Terminals | 75 | 76 | + 1 |
| Operation Facilities for Corporate Clients | 424 | 402 | (22) |
| Sub-agents | 167,231 | 159,252 | (7,979) |

Forecasts 1. Performance

(Millions of Yen)

| | 【2023/3】 | | 【2024/3】 | | Change | |
|---|-----------|-------|-----------|-------|----------|--------|
| | Amount | （%） | Amount | （%） | Amount | （%） |
| | | | | | | |
| Operating Revenues | 1,800,668 | 100.0 | 1,860,000 | 100.0 | + 59,331 | + 3.3 |
| Operating Profit | 60,085 | 3.3 | 80,000 | 4.3 | + 19,914 | + 33.1 |
| Ordinary Profit | 58,066 | 3.2 | 81,000 | 4.4 | + 22,933 | + 39.5 |
| Profit Attributable to Owners of Parent | 45,898 | 2.5 | 50,000 | 2.7 | + 4,101 | + 8.9 |

Forecasts 2. Operating Revenues of Segment

(Millions of Yen)

| | 【2023/3】 | | 【2024/3】 | | Change | |
|-------------------------|-----------|-------|-----------|-------|----------|-------|
| | 【2023/3】 | (%) | 【2024/3】 | (%) | Amount | (%) |
| | | | | | | |
| Retail Business Unit | 894,574 | 49.7 | 925,000 | 49.7 | + 30,425 | + 3.4 |
| Corporate Business Unit | 846,053 | 47.0 | 873,000 | 46.9 | + 26,946 | + 3.2 |
| Other | 60,040 | 3.3 | 62,000 | 3.3 | + 1,959 | + 3.3 |
| Total | 1,800,668 | 100.0 | 1,860,000 | 100.0 | + 59,331 | + 3.3 |

Forecasts 3. Operating Profit of Segment

(Millions of Yen)

| | 【2023/3】 | | 【2024/3】 | | Change | |
|-------------------------|----------|-------|----------|-------|----------|--------|
| | Amount | [%] | Amount | [%] | Amount | [%] |
| | | | | | | |
| Retail Business Unit | 32,298 | 54.4 | 41,400 | 52.2 | + 9,101 | + 28.2 |
| Corporate Business Unit | 13,138 | 22.1 | 24,800 | 31.3 | + 11,661 | + 88.8 |
| Other | 13,900 | 23.4 | 13,100 | 16.5 | (800) | (5.8) |
| Total | 59,337 | 100.0 | 79,300 | 100.0 | + 19,962 | + 33.6 |
| Reconciliation | 747 | — | 700 | — | (47) | — |
| Consolidated | 60,085 | — | 80,000 | — | + 19,914 | + 33.1 |

Forecasts 4 . Delivery Volume
① TA-Q-BIN・TA-Q-BIN Compact・EAZY

| | 【2023/3】 | 【2024/3】 | Change | |
|-------------------|-----------|-----------|----------|-------|
| | | | Amount | (%) |
| Total (Thousands) | 1,926,338 | 1,947,400 | + 21,061 | + 1.1 |
| Unit-price (Yen) | 703 | 736 | | + 33 |

【Reference】 Detail of TA-Q-BIN・TA-Q-BIN Compact・EAZY

(Thousands)

| | 【2023/3】 | 【2024/3】 | Change | |
|-------------------------|----------|----------|----------|-------|
| | | | Amount | (%) |
| Retail Business Unit | 948,189 | 950,300 | + 2,110 | + 0.2 |
| Corporate Business Unit | 978,148 | 997,100 | + 18,951 | + 1.9 |
| EAZY | 493,731 | 510,400 | + 16,668 | + 3.4 |

② Nekopos

| | 【2023/3】 | 【2024/3】 | Change | |
|-------------------|----------|----------|----------|-------|
| | | | Amount | (%) |
| Total (Thousands) | 413,372 | 393,200 | (20,172) | (4.9) |
| Unit-price (Yen) | 189 | 191 | | + 2 |

【Reference】 Detail of Nekopos

(Thousands)

| | 【2023/3】 | 【2024/3】 | Change | |
|-------------------------|----------|----------|----------|--------|
| | | | Amount | (%) |
| Retail Business Unit | 278,348 | 244,800 | (33,548) | (12.1) |
| Corporate Business Unit | 135,024 | 148,400 | + 13,375 | + 9.9 |

③ Kuroneko DM-Bin

| | 【2023/3】 | 【2024/3】 | Change | |
|-------------------|----------|----------|----------|-------|
| | | | Amount | (%) |
| Total (Thousands) | 800,526 | 758,900 | (41,626) | (5.2) |
| Unit-price (Yen) | 67 | 67 | | 0 |

Forecasts 5. Increases and Decreases in Operating Expenses

(Millions of Yen)

| | 【2023/3】 | | 【2024/3】 | | Change | |
|--------------------------------|-----------|--------|-----------|--------|----------|--------|
| | Amount | [%] | Amount | [%] | Amount | [%] |
| | | | | | | |
| Operating Revenues | 1,800,668 | 100.0 | 1,860,000 | 100.0 | + 59,331 | + 3.3 |
| Operating Expenses | 1,740,583 | 96.7 | 1,780,000 | 95.7 | + 39,416 | + 2.3 |
| Subcontracting Expenses | 657,514 | 36.5 | 662,700 | 35.6 | + 5,185 | + 0.8 |
| Commission Expenses | 352,298 | 19.6 | 363,200 | 19.5 | + 10,901 | + 3.1 |
| Delivery Commission | 95,195 | 5.3 | 86,600 | 4.7 | (8,595) | (9.0) |
| Operating Outsource | 37,350 | 2.1 | 37,000 | 2.0 | (350) | (0.9) |
| Other | 219,753 | 12.2 | 239,600 | 12.9 | + 19,846 | + 9.0 |
| EC Logistics Network | 46,457 | 2.6 | 53,700 | 2.9 | + 7,243 | + 15.6 |
| Other | 173,296 | 9.6 | 185,900 | 10.0 | + 12,603 | + 7.3 |
| Vehicle Hiring Expenses | 208,647 | 11.6 | 205,500 | 11.0 | (3,147) | (1.5) |
| Other Expenses | 96,568 | 5.4 | 94,000 | 5.1 | (2,568) | (2.7) |
| Personnel Expenses | 866,015 | 48.1 | 880,400 | 47.3 | + 14,384 | + 1.7 |
| Employee Salary | 589,483 | 32.7 | 598,700 | 32.2 | + 9,216 | + 1.6 |
| Legal Welfare Expenses | 106,896 | 5.9 | 110,600 | 5.9 | + 3,703 | + 3.5 |
| Retirement Benefit Expenses | 25,150 | 1.4 | 25,300 | 1.4 | + 149 | + 0.6 |
| Bonus/Other Personnel Expenses | 144,484 | 8.0 | 145,800 | 7.8 | + 1,315 | + 0.9 |
| Vehicle Expenses | 51,280 | 2.8 | 52,400 | 2.8 | + 1,119 | + 2.2 |
| Other Operating Expenses | 356,814 | 19.8 | 386,200 | 20.8 | + 29,385 | + 8.2 |
| Depreciation | 41,557 | 2.3 | 46,100 | 2.5 | + 4,542 | + 10.9 |
| System Expenses | 53,081 | 2.9 | 56,300 | 3.0 | + 3,218 | + 6.1 |
| Other Expenses | 262,174 | 14.6 | 283,800 | 15.3 | + 21,625 | + 8.2 |
| Facilities Expenses | 82,800 | 4.6 | 87,900 | 4.7 | + 5,099 | + 6.2 |
| Other | 179,373 | 10.0 | 195,900 | 10.5 | + 16,526 | + 9.2 |
| Eliminations | (191,042) | (10.6) | (201,700) | (10.8) | (10,657) | - |

Forecasts 6. Employee Breakdown

(Number)

| | 【2023/3】 | | | 【2024/3】 | | | Change | | | |
|-------------------------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|----------|-------|
| | Full-time | Part-time | Total | Full-time | Part-time | Total | Full-time | Part-time | Total | (%) |
| Total Employees | 92,727 | 117,470 | 210,197 | 92,000 | 108,700 | 200,700 | (727) | (8,770) | (9,497) | (4.5) |
| Retail Business Unit | 76,338 | 94,497 | 170,835 | 75,300 | 84,400 | 159,700 | (1,038) | (10,097) | (11,135) | (6.5) |
| Corporate Business Unit | 10,559 | 8,112 | 18,671 | 10,500 | 7,900 | 18,400 | (59) | (212) | (271) | (1.5) |
| Other | 5,830 | 14,861 | 20,691 | 6,200 | 16,400 | 22,600 | + 370 | + 1,539 | + 1,909 | + 9.2 |

Forecasts 7 . Capital Expenditure and Depreciation

(Millions of Yen)

| | 【2023/3】 | (%) | 【2024/3】 | (%) | Change | |
|--|----------|-------|----------|-------|----------|---------|
| | | | | | Amount | (%) |
| Capital Expenditure | 46,912 | 100.0 | 120,000 | 100.0 | + 73,087 | + 155.8 |
| Vehicles | 10,477 | 22.3 | 12,000 | 10.0 | + 1,522 | + 14.5 |
| Office/Buildings and Accompanying facilities | 17,168 | 36.6 | 58,000 | 48.3 | + 40,831 | + 237.8 |
| Automatic Sorting Equipment | 3,172 | 6.8 | 10,000 | 8.3 | + 6,827 | + 215.2 |
| Others Hardware Office Equipment | 4,154 | 8.9 | 10,000 | 8.3 | + 5,845 | + 140.7 |
| Digital Investment | 11,938 | 25.4 | 30,000 | 25.0 | + 18,061 | + 151.3 |

(Millions of Yen)

| | 【2023/3】 | 【2024/3】 | Change | |
|--------------|----------|----------|---------|--------|
| | | | Amount | (%) |
| Depreciation | 41,557 | 46,100 | + 4,542 | + 10.9 |